

Chow

MEMORANDUM FOR: NIO/EUR  
NIO/EA  
NIO/NESA  
NIO/SP  
NIO/GPF  
NIO/S&T  
D/NIC/AG

10 Oct 86

Attached is a more detailed description of  
the Workshop being held at National Defense  
University October 15th & 16th.

- Barbara

Date

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**INTER-SERVICE RIVALRY WORKSHOP  
INSTITUTE FOR NATIONAL STRATEGIC STUDIES  
NATIONAL DEFENSE UNIVERSITY**

**HILL CONFERENCE CENTER - ROOSEVELT HALL**

**OCTOBER 15, 1986**

**Morning Session 0900**

**GERMANY**

Papers: Kelleher  
Szabo  
Chairman: Art  
Discussant: Murray

**FRANCE**

Papers: Touraine  
Pierce  
Chairman: Hobkirk  
Discussant: Szabo

**Break 1130**

**Lunch (Dutch Treat) 1200 - 1330** Welcoming Remarks by Dr. Endicott

**Afternoon Session 1345**

**JAPAN**

Paper: Endicott  
Chairman: Art  
Discussant: Starr

**Tea Break 1500 - 1510**

**CANADA**

Paper: Murray  
Chairman: Endicott  
Discussant: Schiff

**Wrap up 1630**

**OCTOBER 16, 1986**

**Morning Session 0900**

**ISRAEL**

Papers: Schiff  
Starr  
Chairman: Garnett  
Discussant: Hobkirk

**UNITED KINGDOM**

Papers: Hobkirk  
Garnett  
Chairman: Kelleher  
Discussant: Pierce

**Lunch (Dutch Treat) 1130 - 1230**

**Afternoon Session 1245**

**UNITED STATES**

Papers: Hobkirk  
Chairman: Art  
Discussant: Barrett

**Wrap up 1500**

INSTITUTE FOR NATIONAL STRATEGIC STUDIES  
INTER-SERVICE RIVALRY WORKSHOP

OCTOBER 15-16, 1986

Interservice rivalry has been often cited by defense critics as one of the major problems plaguing the US Defense Department. Recent legislation to reform the Joint Chiefs of Staff system and the Department of Defense structure is intended, in part, to meet the problems of competition among the services for scarce resources. The U.S Defense structure, however, may not be unique in confronting the problem. There is good reason to believe that the problem may be intrinsic to the defense structure of other industrialized western nations. The purpose of this workshop is to bring together reknowned experts to examine the extent of inter-service rivalry in several nations.

At the workshop, contributors will present 5,000 - 10,000 word papers analyzing the defense organizations of the United Kingdom, France, Germany, Japan, the United States, Israel, and Canada. The papers will focus on the relations between the armed services describing the extent and results of rivalry among services over the allocation of the nations' defense budgets. Workshop agenda at TAB A.

The Chairmen will chair, manage, direct, comment on a professional panel dealing with inter-service rivalry aspects of budget distribution. Chairmen will involve themselves in a professional review of the draft chapters.

Discussions among all participants will follow and include a critique of the papers. Material from the workshop discussions will be incorporated in the resulting book in the introduction, transition materials, and conclusion

The participants include internationally known experts in the areas of defense organization, foreign affairs, international relations, security affairs, and politics. Nine guests have been invited to participate from outside NDU. Members from the Institute for National Strategic Studies, the Industrial College of the Armed Forces, and the National War College have been invited to attend. Participants are also listed at TAB A.

The final product will be an anthology edited by Michael Hobkirk, former undersecretary of Defense, UK, with chapters by other internationally known experts. The book will be published by the NDU Press with a tentative release date of Fall, 1987. Table of contents at TAB B.

Defense Decisions: A Survey of Interservice Rivalry

TENTATIVE TABLE OF CONTENTS

|                |   |
|----------------|---|
| Introduction   | Mr. Michael Hobkirk   |
| United Kingdom | Mr. Michael Hobkirk<br>Dr. John Garnett, V VA   |
| France         | Marisol Touraine<br>(Rand Corp)<br>Dr. Albert Pierce<br>(National War College)  |
| Germany        | Dr. Catherine Kelleher<br>(University of Maryland)<br>Dr. Stephen Szabo<br>(National War College)                             |
| Japan          | Dr. John Endicott<br>(Director, Institute<br>for National Strategic Studies)  |
| United States  | Mr. Michael Hobkirk   |
| Israel         | Mr. Ze'ev Schiff<br>(Military Correspondent,<br>Ha'aretz)<br>Dr. Joyce Starr<br>(Director & Overseas<br>representative, CSIS) |
| Canada         | Colonel Douglas Murray, USAF<br>(US Air Force Academy)  |
| Conclusion     | Mr. Michael Hobkirk   |